



LPA SCORE



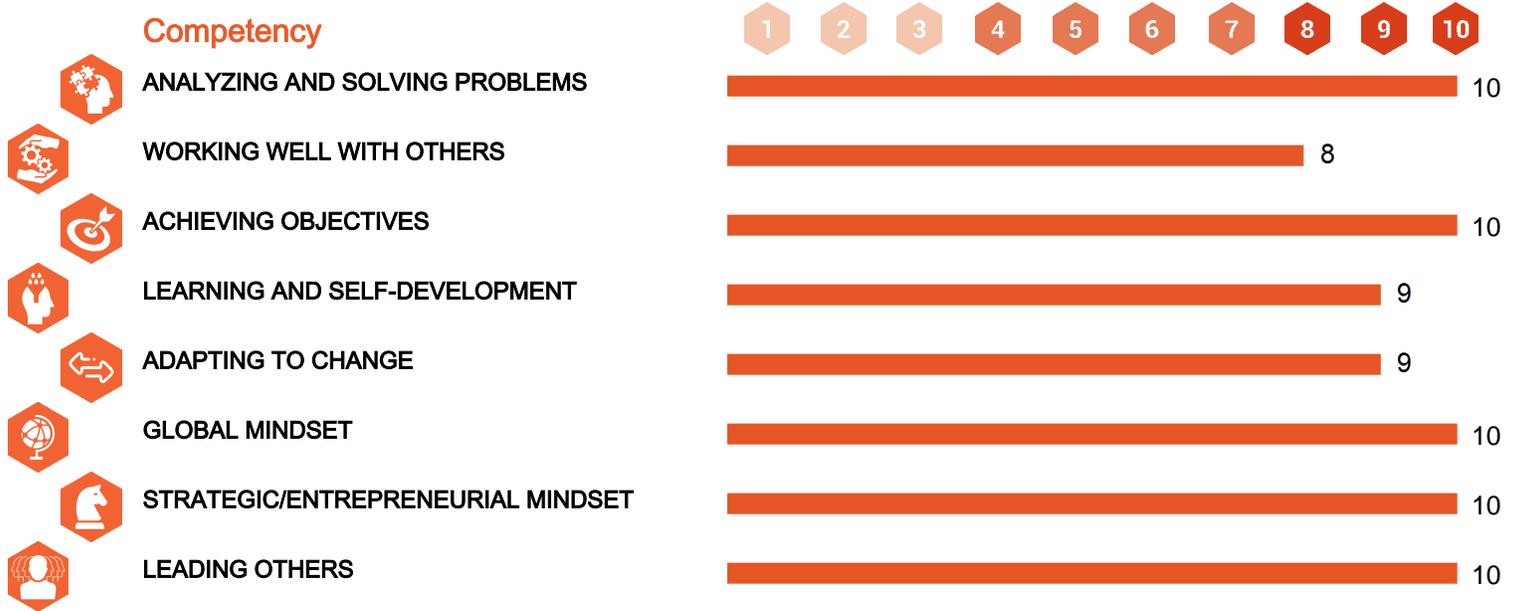
Name: Daniel Rubio Sánchez

Assessment Date: Jun 15 2018

Student ID: 21424788

Institution: UE - Madrid

The table below displays your level of proficiency on various competencies required for success in a wide variety of professional roles.



Scoring Interpretation Key**

-  **8-10** You scored higher on this competency than most other individuals who have completed the assessment. You may still be interested in reviewing some of the suggestions below to strengthen this area even further.
-  **4-7** Your score for this competency is similar to the average score of other individuals who have completed the assessment. You may benefit from taking some of the actions indicated below to help you further strengthen this area.
-  **1-3** You scored lower on this competency than most other individuals who have completed the assessment. You will likely benefit from taking some of the actions indicated below to strengthen your skills in this area.

Listed below are development activities organized by competency. We recommend that you use the information in this report along with other feedback you have received about your strengths and development needs to identify no more than 2 or 3 competency areas in which to target your development efforts, and then review the tips provided to identify several within each of your targeted competencies that would be relevant to your situation. For example, some tips may be more relevant to individuals with more work or internship experience, and other tips may be more useful to individuals with less experience.

** Your scores are based on a comparison to students around the world who completed the assessment.



LPA SCORE



COMPETENCY SCORE



ANALYZING AND SOLVING PROBLEMS

10

1. **Critically evaluates information and its sources**
2. **Identifies gaps in information and seeks appropriate sources to close them**
3. **Synthesizes and integrates information into what is already known about a topic**
4. **Recognizes patterns in information to identify the bigger picture**
5. **Follows best practices and appropriately analyzes quantitative and qualitative data**
6. **Identifies and independently solves work problems, as appropriate**
7. **Considers multiple approaches when solving problems**

- Think back to an issue that you dealt with in the past and later found out that you should have questioned the available information in more depth. Review the consequences of your past actions and identify what steps you could take to improve your approach in the future. Review the steps frequently so that you keep them in mind the next time you encounter a similar issue.
- Look for additional sources of data when you are trying to understand an issue or make a decision. Try to find at least one or two new sources of information. Examples of new sources are records of a past event, policies and procedures manuals, individuals who have experience in the area, or research reports on the topic.
- List all facts and information available before you begin to analyze a situation. Ask others to review and add to your list. Use this information to gain an in-depth understanding of the situation. Pay attention to how information from different sources fits together to provide a complete overview of the situation.
- Break complex problems into component parts and identify the links between the parts. After you've identified how parts are connected, consider the potential impact of a solution on these connected parts before making any decisions.
- When reviewing the data that you've collected about a situation, try to identify relationships among pieces of data. Challenge yourself to find patterns that might not be obvious initially. Consider how the patterns might help you develop a better understanding of the situation as a whole.
- When you next consider a problem or issue, ask an experienced colleague to share his/her recommendations regarding which best practices apply to the situation and which analytical approaches he/she would use to think through the data. Ask for your colleague's help with using more formal models for analysis (e.g., strengths-weakness-opportunities-threats [SWOT]).
- Obstacles or issues are not always expected. If you are confronted with an unanticipated situation, think about who else might be affected by the circumstances. Inform these individuals in a timely manner of the new developments.
- When faced with a problem, attempt to gain a broader perspective on the issue by identifying all the people or groups involved and gathering information from each of them. Identify and analyze solutions from the perspective of each person or group.
- Organize an informal brainstorming session to discuss new ways to approach recurring problems, new problems, or new applications of products and services.
- To avoid becoming overly reliant on one way of thinking about an issue, talk with people who have different perspectives about approaching the situation. Involving others will not only help you to look at the problem from a new perspective, but also it will help you to gain buy in from the people who may be affected by the decision.
- When evaluating an analysis, there are several things you can do to check whether the conclusions drawn are the best. You could determine if alternative approaches have been considered. If only one analysis has been conducted, you might consider conducting a second analysis (perhaps using a different technique) to see if it leads to different results or conclusions. This type of analysis could serve as your own internal check, and it should help your evaluation by pointing to differences in the conclusions or results between the two.



LPA SCORE



COMPETENCY SCORE



WORKING WELL WITH OTHERS

8

1. **Develops and maintains effective working relationships**
2. **Interacts effectively with people from different backgrounds**
3. **Listens to others and values and incorporates diverse viewpoints**
4. **Supports team decisions once they have been made**
5. **Adjusts own workload to help meet team commitments, as appropriate**
6. **Recognizes and demonstrates empathy for others' feelings, needs, and concerns**
7. **Appropriately resolves own work disagreements**

- Once you have formed working relationships with others, make an effort to maintain relationships with people even after your work together has ended. For example, send them information (e.g., news articles) that you think might be of interest, or set occasional reminders on your calendar to check in on their lives. This can help you maintain a network of contacts that may be helpful going forward.
- Be proactive in forming wide networks of relationships with individuals throughout your organization as well as in your industry. You can do this by attending optional company or industry meetings/trainings as well as by meeting individually with a variety of people to learn about their work. Based on what you learn, try to identify ways you can help others meet their goals (e.g., forward relevant information, offer your team's assistance). It is important to form these relationships early so they are well-established when the time comes for you to leverage them. A common mistake people make is waiting until they need something from someone else before reaching out to establish a relationship with that person.
- Find a book on teamwork, interpersonal sensitivity, and/or listening techniques. Read the book, making notes on the action steps you can use to improve your skills. Identify one or two actions you can try quickly, and then build up to putting more and more of these skills into practice.
- Think about the diversity of your network at work. Have you formed relationships with a wide variety of people (e.g., from different cultural backgrounds, educational backgrounds, business units)? Consider steps you can take to develop a more diverse and broad network.
- Make the effort to get feedback from others about how much they feel you have consulted them when making decisions in the past. With new issues or decisions, push yourself to consult and consider views from a wider range of people than you would usually.
- Think back to a time when a work product could likely have been improved if more diverse input had been gathered. Keep this in mind when forming work groups or seeking others' opinions in the future by attempting to gather and use input from a wide variety of people (different backgrounds, areas of expertise, etc.)
- Develop the habit of thinking about situations as a member of a team rather than just from your own perspective. When the team is faced with a decision, provide your input, and actively participate in the decision-making process. Then, once a decision has been made, support the agreed-upon solution, even if it differs from your initial recommendation.
- When you are working with others to make a decision, the goal is to make the best decision, not to win the argument. You should advocate for your ideas, but you must also recognize that there will be many times when your initial idea turns out not to be the most effective solution.
- When managing your work, try to remain focused on the needs of the overall team. Are your team member affected by you individually meeting deadlines? Do other people need information from you? During the next few weeks, try to view your responsibilities from a team perspective and look for opportunities to accommodate others' needs, even if it involves adjusting your own workload.
- Observe people you know who have a great deal of empathy or responsiveness towards others. Take note of how and how much they talk, listen, answer, etc., and think about how you might apply their styles in your own interactions with others.
- When in disagreement with someone, it is important to first try to understand the other person's perspective before attempting to convince him or her of your perspective. The next time you have a disagreement with someone, make an effort to fully understand his/her perspective before sharing your own and note the outcome. You will likely find that by listening to the other person, you might identify mutually beneficial solutions, or you may be able to make a more convincing case for your views after learning what is important to the other person.



LPA SCORE



COMPETENCY SCORE



ACHIEVING OBJECTIVES

10

1. **Accepts or sets demanding individual goals**
2. **Meets individual goals and objectives**
3. **Takes initiative to seek additional responsibilities, as appropriate**
4. **Evaluates work outcomes to ensure quality standards are met**

- Set three challenging goals for yourself and develop action plans to achieve them. Identify potential obstacles to reaching your goals and consider how you might overcome them. Review your plans with a mentor or superior and ask for input on how you might improve your approach.
- As you complete your work, periodically pause and evaluate if you are still moving toward your goal or if you have moved in a different direction. Regular monitoring of progress will help you move toward your end goal more effectively and decrease time spent on unnecessary activities.
- Think about goals that you have that you would say are difficult to achieve and try to find ways to achieve the goals more effectively. Could you apply the same techniques you use to reach easily attainable goals? Talking with a colleague, superior, or mentor may give you additional thoughts on how to approach difficult goals in ways that will make them easier to achieve.
- If you find that your tasks for a project are finished quickly or are taking less time than you thought, then ask your colleagues/peers about their progress. If they have encountered obstacles and/or if their work is more complex than originally expected, offer to help.
- Volunteer to take the lead on an important project that's been ignored or delayed. Set a time frame for accomplishment and push for timely completion of the project.
- Volunteer for projects and/or assignments that are outside your formally assigned responsibilities. It might be especially helpful to look for opportunities that will allow you to learn new skills. Not only will you be helping your larger work group, but you will also be developing your expertise.
- To motivate yourself to produce high quality work, imagine that each piece of work you do will be used to decide an outcome important to you (e.g., a pay raise, a job offer). Ask yourself if you've done the best you could or if additional attention and/or effort might have produced a higher-quality end result.
- When evaluating your work, think about how others might view the quality of your output? Another approach to evaluating your work could be to compare it to that of someone you consider successful. How is your work similar and different?



LPA SCORE

COMPETENCY SCORE



LEARNING AND SELF-DEVELOPMENT

9

1. **Identifies and addresses own knowledge gaps and training needs**
2. **Continually expands own knowledge and skills**
3. **Applies knowledge and training to professional contexts**
4. **Critically evaluates own strengths and weaknesses and pursues development**
5. **Seeks feedback and learns from successes and failures**
6. **Learns from others and seeks mentors**

- Identify skills and areas of knowledge that are essential to success in your field. Also, consider what skills and areas of knowledge might be important in the future (it may help to ask a colleague or mentor to help with this). Once you have identified the essential skills and areas of knowledge both for the present and the future, look critically at your own skills and knowledge. Are there areas that you need to develop so that you can excel?
- Push yourself to seek out opportunities to learn and improve as a professional, beyond what is typically offered in your department or area. Talk with colleagues who are in different areas and doing work similar to yours to identify development activities they are pursuing.
- After attending training events, sometimes there is the tendency to forget to reflect back on what was learned or to implement what was taught. Challenge yourself to use what you've learned while completing your work. Schedule time a month or so after your training to review what you learned and think about how you might use this information in your day-to-day work.
- Review your performance and set aside some time to developing an accurate assessment of your own strengths and weaknesses. Develop a list of two or three areas in which you feel you have strong skills, and two or three areas where you feel you need some development. Review this list with your colleagues and supervisor/mentor, and refine the list based on their input. After the list is complete, create specific action steps for those areas where development is needed. Also, look for ways to leverage your strengths by using them to develop your weaker areas (e.g., using your strong interpersonal skills to work with others to improve your problem solving skills).
- Identify a trusted peer who works closely with you and can serve as your feedback partner. Ask this individual to observe you in different situations and provide input as to what you've done well and what you could improve.
- Treat both successes and failures as learning opportunities. Review your successes and identify the key factors that contributed to the overall result. Analyze things that didn't go as well, including figuring out why problems arose and identifying what could have been done differently or better. Incorporate what you found into future plans and monitor your progress.
- Create a "board of directors" that can provide career and developmental guidance for you. This might include trusted peers, mentors, professors, supervisors/managers, etc.
- Request to work on a project in an area with which you're not very familiar. Concentrate on how you can use your existing skills in new ways, and take the opportunity to learn from other individuals on the project.



LPA SCORE

COMPETENCY SCORE



ADAPTING TO CHANGE

9

1. **Adjusts work style and interpersonal behavior to fit different situations and environments**
2. **Accepts and integrates new ideas and information on their merits**
3. **Supports and complies with change initiatives**
4. **Works effectively when faced with ambiguity**

- Think about how you interact with other people. Although it is important to treat people fairly and equally, there are times when it is also helpful to adapt your interpersonal style to interact more effectively with people who approach situations differently than you do.
- Consider what motivates you and how this differs from what motivates people around you. Try to find out the key motivators for different people on your team. Consider how to use this information to adapt your style and be more productive in working with others.
- Keep an open mind when new ideas and information are introduced. Learn more about the situation, and don't be afraid to challenge current approaches or perspectives. Instead, try to view the new idea or information as an opportunity to improve your understanding and approach.
- Identify an idea that you decided not to implement and now regret. What would have been the benefits of implementing the idea? What have been the consequences of not implementing the idea? How did you feel about the idea when it was introduced? How can you apply these learnings to future situations?
- To position yourself in your organization as a supporter of change, identify important changes that are happening and volunteer to help implement the changes. By positioning yourself to be an active leader for the changes, you likely will develop a reputation as a champion of change.
- Select a change initiative that you would like to support. List the positives and negatives of implementing the change, and the positives and negatives of not implementing it. Develop a persuasive argument to explain your rationale and potential benefits of the change and use the argument when talking with others about the change.
- Communicate to colleagues, mentors, or managers that you would like to be more effective in dealing with ambiguous issues or times of uncertainty. One way to improve your skills is to have others give you open ended or ambiguous assignments. The more you can practice being self-sufficient with those assignments, the easier it will be for you to handle future ambiguous situations.
- Identify a current situation where expectations are changing rapidly. List all the unknowns about the situation and the aspects of the situation that could cause the most problems. Then, think about what you can do now to respond to them. Rather than waiting for someone else to provide instruction, create a plan for what you believe will need to be shifted based on the apparent changes. Consider what could happen, what you believe you will have to do differently, and what actions you can take to be ready for the changes.



LPA SCORE



COMPETENCY SCORE



GLOBAL MINDSET

10

1. **Demonstrates interest in, and understanding of, other geographic regions, languages, and cultures**
2. **Recognizes own biases and balances local and global perspectives**
3. **Works effectively with a global community**
4. **Shows an understanding of other countries' standards, certifications, and processes**

- To fully appreciate regional and cultural differences, you must first understand them. Establish relationships with people from different regions and cultures. This is sometimes hard, as often people surround themselves with others like them. Getting to know people of different backgrounds will help you learn about how to best interact with them.
- Everyone has some type of personal bias, both positive and negative. Examine your own prejudices and become aware of those biases. It is important for you to recognize when your prejudices and beliefs might be affecting your interactions with others. You can learn this by listening to feedback from others, by questioning your own assumptions, or through diversity training. If you realize that you have judgements that are unfair to others, work to eliminate them.
- Take the initiative to lead team discussions that focus on the balance between local and global values and goals. Ask questions such as: What goals are similar locally and globally? What areas are points of disagreement? How can work be conducted to lead to the best outcomes for both local and global stakeholders.
- To gain experience working with others from different areas, volunteer for a project where you know the team will be made up of people of varied cultural backgrounds and diverse perspectives. Make it a point to observe and listen to how individuals from different cultures approach situations. Keep these differences in mind for future work with people from different cultures.
- Before you decide on a particular course of action, try to understand how your decision might affect people in other geographic locations differently. Develop relationships with people from different areas and survey them to make sure you understand their different perspectives. This will help you to make an informed decision that will benefit everyone.
- When making decisions that will be implemented globally, it's important to understand country-specific regulations and standards that relate to your line of work. One way to stay up-to-date is to create a team of individuals with a representative from each country in which you often perform work. Meet regularly with the team and ask each individual to share any country-specific changes to standards, certifications, and process requirements.
- Read current publications in your field to help you become aware of existing and changing standards, certifications, and process requirements for countries in which your organization operates.



LPA SCORE



COMPETENCY SCORE



STRATEGIC/ENTREPRENEURIAL MINDSET

10

1. **Understands own organization's offerings and keeps current on the offerings provided by organizations with competing or complementary services and/or products**
2. **Aligns own work with the organization's strategy and objectives**
3. **Monitors economic, market, social, and societal conditions and trends**
4. **Understands and acts upon financial metrics to minimize waste, improve efficiency, and maximize impact**
5. **Identifies and strategically addresses opportunities to grow offerings or expand into new areas**

- Conduct research to learn about your field and the major organizations that do business in your area. Look at company websites, sign up to receive newsletters or news feeds related to the companies, and even speak with employees in those organizations if possible. These activities can help you learn more about the major players in your industry or field.
- Identify someone who is knowledgeable about your organization, its lines of business, and the industries in which it competes. Learn more about how he or she keeps informed, and seek advice on how you can continue to grow your own business knowledge.
- Conduct research and prepare a brief report or presentation for your team about the products and strategy of the organization's biggest competitors. Using this information, think about what your company could do to win business from these competitors.
- Develop a good understanding of the strategic objectives of your organization. Sources of information include press releases, earnings broadcasts, communication from executive-level leadership, and mentors. Ask yourself questions to help integrate the information you find. For example, these questions might include: Does the organization want to grow business or maintain its current size? What areas of the business are talked about most often? Are there areas of the organization that are considered its core business?
- Lead bi-weekly or monthly sessions to discuss marketplace changes and developments. Find and share articles or blog postings for others to think about. Choose different topics to keep up to date with each month.
- Consider how your decisions impact business efficiency and productivity. Evaluate your options and make decisions based on business impact, rather than on what is most popular or easy to implement. Always take into account the financial impact of the decisions you make.
- Complete a detailed record of time, resources, and money of several recently completed projects. Identify areas where costs could have been reduced without decreasing quality. Consider whether the processes used to complete the work were the most cost-effective.
- Try to become involved in meetings where financial issues are the main point of discussion. Pay attention to how financially dependable people assess, challenge, clarify, and gain understanding of the information presented.
- Ensure that you have a good working knowledge of financial reporting methods. Enroll in a basic finance class or ask a finance expert to coach you on how to interpret and use financial reports effectively when making business decisions.
- Use your finance department and colleagues who are knowledgeable about finance to help you understand basic financial concepts or techniques, such as balance sheets, depreciation, key ratios, project margins, and liquidity.
- When considering new business opportunities, adjust your ideas to create alternatives that are safer and more conservative, and riskier and more innovative. Seek feedback from peers and mentors about these alternatives; if you tend to be conservative by nature, you may find that others view your riskier alternative as more creative.



LPA SCORE



COMPETENCY SCORE



LEADING OTHERS

10

1. **Provides guidance to others**
2. **Motivates and encourages others**
3. **Willingly shares information, trains, and mentors others on areas of expertise**
4. **Develops and communicates a compelling vision that is aligned with the organizational strategy**

- Recognize that some people may benefit from individual guidance from you. Typically, the less experienced a person is, the more time you will want to invest in guiding his/her progress. Tell people that you are willing to take the time and give assistance. Your offer likely will make them feel more comfortable asking you for help.
- Try to identify what motivates each of your team members. Discuss their strengths, goals, and work preferences. Ask them to describe situations where they have felt motivated or discouraged. Do not assume that everyone is motivated by the same things you are.
- Identify recent examples of when you have needed to motivate or persuade others to work towards a particular goal. Ask them how you could have been more successful or had more of an impact on influencing and encouraging them.
- Provide incentives for your team members beyond the usual salary and benefits. For example, coordinate a Monday morning breakfast to kick off the work week, or hold a Friday afternoon celebration to mark the week's accomplishments and look forward to the weeks that follow.
- Ask others for feedback on the amount of information or direction you provide. Is it too much, not enough, or just right? What changes would they like to see? Ask others what information they need from you to do their jobs effectively.
- Volunteer to act as a mentor for someone else who is less experienced than you (e.g., a younger student or a new employee).
- Share your knowledge and experience of the job with others at the company. Be sure to share your knowledge or experiences whenever you feel they could be useful to others. In discussions, let others know that you have expertise or information to share.
- In order to make organizational goals compelling for others, you must establish their connection to employees' individual efforts. Help your team understand how business goals connect to their specific roles and responsibilities. For example, what role does each individual play in furthering each goal? Each individual should understand how his/her performance and success contributes to the group and organization.
- Help create a sense of shared purpose for your team by establishing a vision for your work group that is aligned with the organization's broader mission and based on a clearly stated set of values and methods. All practices and policies of the group should point towards its vision. For example, the last issue at every meeting of your group could be addressing the question: "Do the decisions made or action steps outlined in this meeting keep with our vision?"
- Meet with your team to discuss the vision of the organization and your team's goals within this vision. Establish the key measurement areas for your team and link these to people's personal accountabilities and goals. Share objectives with the team so everyone understands each other's goals.